DA&M

SUBJECT: Department of Defense Management Headquarters and Headquarters
Support Activities

References: (a) DoD Directive 5100.73, subject as above, November 25, 1988
(hereby canceled)
(b) DoD Directive 8910.1, "Management and Control of Information
Requirements," June 11, 1993
(c) DoD Directive 8320.1, "DoD Data Administration," September 26,
1991
(d) Title 10, United States Code
(e) Title 32, United States Code

1. REISSUANCE AND PURPOSE

This Directive reissues reference (a) and establishes a system to identify and manage
the number and size of Management Headquarters and Headquarters Support activities
in the Department of Defense.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military
Departments, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the
Inspector General of the Department of Defense (IG, DoD), the Defense Agencies, and
the DoD Field Activities (hereafter referred to collectively as "the DoD Components").

3. DEFINITIONS

3.1. Management Headquarters and Headquarters Support Functions. Those

functions and the direct support integral to their performance that are involved in the management of the programs and operations of the Department of Defense, the DoD Components, and their major military units, organizations, or agencies.

     3.1.1. <u>Management</u>. Refers to exercising oversight, direction, and control of subordinate organizations or units through: (1) developing and issuing policies and providing policy guidance; (2) reviewing and evaluating program performance; (3) allocating and distributing resources; or (4) conducting mid- and long-range planning, programming, and budgeting.   Functions performed in executing these management responsibilities are referred to as Management Headquarters functions.

     3.1.2. <u>Direct Support</u>.   Refers to professional, technical, administrative, or logistic support that is performed in, or provided directly to, a Management Headquarters and is essential to its operation.   Direct support includes both staff support (such as providing policy or program analysis or formulating policies, plans, and programs for a Management Headquarters) and operating support (such as providing secretarial, typing, editorial, or Automated Data Processing (ADP) services to a Management Headquarters).   Direct support does not include specific products or technical and operating-type services that are provided on a DoD or Component-wide basis (such as payroll services or personnel records and assignment functions), or base operating support functions provided by a host unit to all tenant organizations. Functions performed in providing direct support to a Management Headquarters are referred to as Management Headquarters Support functions.

    3.2. Specific Management Headquarters and Headquarters Support functions are defined in enclosure 1.

4. <u>POLICY</u>

    4.1. DoD organizations that perform Management Headquarters or Headquarters Support functions, or a combination thereof, as a substantial portion of their mission, shall be identified as DoD Management Headquarters and Headquarters Support activities.   This applies when more than 25 percent of the work performed by an organization is devoted to the accomplishment of such functions.   DoD organizations currently identified as Management Headquarters and Headquarters Support activities are listed in enclosure 2.

    4.2. DoD Management Headquarters and Headquarters Support activities shall be organized and staffed in a manner that permits the effective accomplishment of

assigned responsibilities with a minimum number of personnel.   To provide a framework for implementing this policy, the Department of Defense shall maintain:

4.2.1. A DoD-wide definition of Management Headquarters and Headquarters Support functions.

4.2.2. An approved list of Management Headquarters and Headquarters Support activities.

4.2.3. A common method of accounting for Management Headquarters and Headquarters Support personnel authorizations.

4.3. Management Headquarters or Headquarters Support functions may not be established or transferred outside a Management Headquarters or Headquarters Support activity for the purpose of circumventing the personnel accounting and reporting provisions of this Directive.

4.4. Multiple authorization documents, dual hatting, or other special personnel accounting devices may not be used to distort the true strength or structure of Management Headquarters or Headquarters Support activities.

5. RESPONSIBILITIES

5.1. The Director of Administration and Management, Office of the Secretary of Defense shall:

5.1.1. Determine the composition of, maintain, and monitor the official list of, DoD Management Headquarters and Headquarters Support functions in enclosure 1 and the list of DoD Management Headquarters and Headquarters Support activities in enclosure 2.

5.1.2. Conduct periodic reviews to ensure that the DoD Components are accurately identifying and accounting for Management Headquarters and Headquarters Support activities in accordance with the criteria established in this Directive.

5.2. The Under Secretary of Defense for Personnel and Readiness shall review manpower levels and issue guidance on personnel authorizations for DoD Management Headquarters and Headquarters Support activities.

5.3. The Heads of the DoD Components shall:

5.3.1. Efficiently organize and staff the Management Headquarters and Headquarters Support activities within their respective Components.

5.3.2. Designate a single office to implement the guidance contained in this Directive and coordinate matters regarding control of the number and size of Management Headquarters and Headquarters Support activities.

5.3.3. Maintain a management information system, in coordination with the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) and Director of Administration and Management, Office of the Secretary of Defense (DA&M, OSD), that identifies the number and size of Management Headquarters and Headquarters Support activities.

5.3.3.1. As a minimum, this system shall be capable of maintaining strength data for each Management Headquarters and Headquarters Support activity by organization and category of personnel (military and civilian), in accordance with the guidelines at enclosure 3.

5.3.3.2. This data shall be reflected in:

5.3.3.2.1. The Future Years Defense Program (FYDP).   Defense Planning and Programming Category program element codes ending in "98" shall be reserved for this purpose.   Organizations not designated as Management Headquarters or Headquarters Support activities by this Directive shall not use program element codes that end in "98."

5.3.3.2.2. The PB-22 budget exhibit submitted to the OSD in accordance with the requirements of the budget cycle.

5.3.4. Report Management Headquarters and Headquarters Support personnel strength in their FYDP and PB-22 budget submissions as follows:

5.3.4.1. The Secretaries of the Military Departments shall account for:

5.3.4.1.1. Military and civilian personnel in organizations under their control.

5.3.4.1.2. Their Department's military and civilian personnel in international military organizations and the Combatant Commands, except for those in the U.S. Special Operations Command (USSOCOM), which shall be reported

separately by the Commander-in-Chief, USSOCOM.

      5.3.4.2. Heads of other DoD Components shall account for military and civilian personnel in organizations under their control.

    5.3.5. Conduct surveys or studies and establish administrative controls to comply with this Directive.

    5.3.6. Cooperate and coordinate, particularly in the case of joint activities, with other DoD Components in the exchange of Management Headquarters and Headquarters Support data.

    5.3.7. Ensure that the list of DoD Management Headquarters and Headquarters Support activities for their respective Component remains accurate by notifying promptly the DA&M, OSD, of all organizational changes effected by the Component that require a revision to the list.

    5.3.8. Ensure that supplemental data is made available to the DA&M, OSD, and USD(P&R), as requested, in accordance with DoD Directive 8910.1 (reference (b)) and DoD Directive 8320.1 (reference (c)).

6. EFFECTIVE DATE

This Directive is effective immediately.

John P. White
Deputy Secretary of Defense

Enclosures - 3
1. Management Headquarters and Headquarters Support Functions
2. Management Headquarters and Headquarters Support Activities
3. Accounting for Management Headquarters and Headquarters Support Personnel

E1. ENCLOSURE 1

MANAGEMENT HEADQUARTERS AND HEADQUARTERS
SUPPORT FUNCTIONS

E1.1. Purpose

Organizational and management arrangements and command relationships differ
greatly among the DoD Components.   A strict DoD-wide Management Headquarters
comparison based on similarity of mission, title, organizational level or other
superficial comparison is, therefore, inadequate to ensure DoD-wide comparability in
identifying and accounting for DoD Management Headquarters activities.   The
organizational elements of the headquarters structures of the various DoD Components
must be included or excluded from Management Headquarters accountability based on
an analysis of their respective functions and the manner in which these functions are
performed within each Component.   Accordingly, this enclosure provides a common
DoD-wide list of the functional areas that must be considered when identifying DoD
Management Headquarters and Headquarters Support activities and when accounting
for their personnel resources.   It is to be used in conjunction with the definition
criteria in section 3. and the identification criteria in section 4. of the main body of this
Directive.

E1.2. Functions

E1.2.1. Acquisition.   Management of programs through which equipment,
facilities, and services are planned, designed, developed, acquired, maintained, and
disposed of throughout the Department of Defense, as well as acquisition services
provided directly to a Management Headquarters activity.   This includes, but is not
limited to, functions performed by the Defense Acquisition Executive, Service
Acquisition Executives, and Service Program Executive Officers.

E1.2.2. Administration.   Management of administrative communications,
documentation, publications, and reproduction programs, as well as correspondence,
publications, and reproduction services provided directly to a Management
Headquarters activity.

E1.2.2.1. Administrative Communications.   The coordination, processing,
and distribution of correspondence and general service messages.

E1.2.2.2. <u>Documentation</u>. Creation, maintenance, and disposition of documents, document storage, and retrieval systems and equipment.

E1.2.2.3. <u>Publications</u>. Manuscript preparation and writer-editor services, design, coordination, indexing, distribution, and periodic review of forms and publications; authentication and distribution of administrative orders; and establishment and maintenance of technical libraries for a Management Headquarters activity.

E1.2.2.4. <u>Reproduction</u>. Printing, duplicating, and copying services.

E1.2.3. <u>Audiovisual</u>. Management of photographic, television, audiovisual, and graphic arts programs, as well as audiovisual services provided directly to a Management Headquarters activity.

E1.2.4. <u>Audit</u>. Management of audit programs, including the development and establishment of audit objectives, polices, plans, and standards.

E1.2.5. <u>Command</u>. Functions performed by the head of a Management Headquarters activity and his or her immediate staff, such as the deputy head, chief of staff, executive and special assistants, advisers, aides, stewards, secretaries, protocol personnel, and others performing similar functions.

E1.2.6. <u>Cost Analysis</u>. Preparation of estimates of development, investment, and operating costs of programs, equipment, and systems, and the collection, validation, and analysis of related cost data for a Management Headquarters activity when these functions are not counted under one of the other headings in this enclosure.

E1.2.7. <u>Data Automation</u>. Management of data standardization, equipment selection, and utilization programs, including establishment of policy for systems and satellite data processing units, as well as ADP support provided directly to a Management Headquarters activity.

E1.2.8. <u>Engineering and Construction</u>. Management of engineering programs, including criteria and design development and review, and the functional and technical review of construction and major repair projects, as well as engineering and construction services provided directly to a Management Headquarters activity.

E1.2.9. <u>Environmental Sciences</u>. Management of environmental sciences programs, including oceanographic and meteorological programs, as well as weather

services provided directly to a Management Headquarters activity.

E1.2.10. Facilities.   Management of real estate, facilities, and civil engineering or public works programs, as well as facility services provided directly to a Management Headquarters activity.

E1.2.11. Financial Management.   Management of budget, accounting and finance, internal review, and related financial management programs, as well as financial management services provided directly to a Management Headquarters activity.

E1.2.11.1. Accounting and Finance.   Development and direction of accounting and finance systems and services.

E1.2.11.2. Budget.   Budget formulation, presentation, and execution; funding control and evaluation; budget analysis; and the furnishing of budgetary advice and guidance.

E1.2.11.3. Internal Review.   Review of command systems, procedures, and internal control.

E1.2.12. Historical Affairs.   Management of historical writing, research, studies, analyses, and heraldry programs, as well as the provision of historical or heraldry services directly to a Management Headquarters activity.

E1.2.13. Information and Public Affairs.   Management of internal and public information and community relations programs, as well as information and public affairs services provided directly to a Management Headquarters activity.

E1.2.14. Inspection and Evaluation.   Inspection and evaluation of subordinate organizational levels to ensure their readiness, effectiveness, and adequacy of operations for the performance of assigned missions, as well as permanent members of inspection teams supporting a Management Headquarters activity.

E1.2.15. Intelligence.   Management of intelligence collection, analysis, production, and evaluation programs, as well as intelligence services provided directly to a Management Headquarters activity.

E1.2.16. Legal/Legislative Affairs.   Management of legal and legislative programs, as well as legal services provided directly to a Management Headquarters activity.

E1.2.17. <u>Logistics</u>. Management of supply, maintenance, transportation, procurement, production, and materiel programs, as well as supply, maintenance, and transportation services provided directly to a Management Headquarters activity.

E1.2.17.1. <u>Supply and Services</u>. Supply programs and service functions, such as clothing sales, mortuary, laundry, dry cleaning, and food services.

E1.2.17.2. <u>Maintenance</u>. Equipment maintenance programs, as well as permanent members of standardization and evaluation teams supporting a Management Headquarters activity.

E1.2.17.3. <u>Transportation</u>. Military and commercial air, sea, and surface transportation programs, motor vehicle management, and logistic transportation planning and control.

E1.2.17.4. <u>Materiel Management</u>. Logistic support of specified weapon and nonweapon systems, equipment, and commodities from delivery through disposal.

E1.2.17.5. <u>Procurement and Production</u>. Procurement and production management for the acquisition of weapon systems, equipment, materiel, and services.

E1.2.18. <u>Management Analysis</u>. Development and presentation of integrated analyses and control information for the management of the principal missions and objectives of an organization when these functions are not counted under one of the other headings in this enclosure.

E1.2.19. <u>Management Engineering</u>. Analysis of systems, procedures, organizations, methods, and techniques for the management and control of an organization's programs and activities, and the development or maintenance of work measurement systems when these functions are not counted under one of the other headings in this enclosure.

E1.2.20. <u>Manpower and Organization</u>. Allocation and control of an organization's structures, manpower resources, and grade authorizations, and evaluation of manpower utilization, as well as permanent members of manpower and organization survey teams supporting a Management Headquarters activity.

E1.2.21. <u>Medical Services</u>. Management of medical and healthcare programs, as well as medical services provided directly to a Management Headquarters activity.

E1.2.22. Operations.   Development and analysis of strategic, defensive, and tactical operations, including operational readiness, planning and requirements, standardization, evaluation, training, and command and control, as well as command and control services provided directly to a Management Headquarters activity.

E1.2.23. Operations Analysis.   Development of mathematical and scientific studies of operational programs, or analysis of the operational mix of weapons, equipment, tactics, and strategy for a Management Headquarters activity.

E1.2.24. Personnel.   Management of civilian and military personnel programs (such as staffing, career development, position classification, pay management, employee and labor-management relations, incentive awards, and benefits), special services programs (such as welfare and recreation programs), and social action programs (such as race relations, equal employment opportunity, and drug and alcohol abuse), as well as personnel services provided directly to a Management Headquarters activity.

E1.2.25. Policy, Plans, and Programming.   Formulation, coordination, and development of plans, policies, and programming actions, when these functions are not counted under one of the other headings in this enclosure.

E1.2.26. Religious Affairs.   Management of religious affairs, counseling, and related moral welfare activities.

E1.2.27. Research and Development.   Management of basic and developmental research, test, and engineering programs.

E1.2.28. Reserve Affairs.   Management of reserve forces programs.   (National Guard and Reserve personnel serving on active duty under 10 U.S.C. 10301, 10211, 12310(a), 3019(b), 3033(h), 12402, 8019(b), 8033(h), (reference (d)), and 32 U.S.C. 708 (reference (e)) are included, but will be accounted for separately from other active duty military personnel.)

E1.2.29. Safety.   Management of safety programs, such as flight, industrial, missile, nuclear, explosive, driver, systems, and surface and subsurface safety, as well as safety services provided directly to a Management Headquarters activity.

E1.2.30. Security.   Management of physical, personnel, information, and communications security programs, as well as security and police or guard services provided directly to a Management Headquarters activity.

E1.2.31. <u>Telecommunications</u>.   Management of communications programs, as well as electronic-communications services provided directly to a Management Headquarters activity.

E1.2.32. <u>Training and Education</u>.   Management of training and educational programs and related matters, such as educational research, evaluation, and curriculum development and review.

E1.2.33. <u>Unit Administration</u>.   Direct support functions of the headquarters units of a Management Headquarters activity, such as the administration of punitive authorities and unit supply preparation and maintenance of duty rosters and unit records.

E2. ENCLOSURE 2

MANAGEMENT HEADQUARTERS AND HEADQUARTERS SUPPORT ACTIVITIES

E2.1.   I. International Military Headquarters .

North American Air Defense Command (NORAD)
HQ NORAD

North Atlantic Treaty Organization (NATO)
NATO Military Committee
  International Military Staff

Allied Command, Atlantic (ACLANT)
  HQ Supreme Allied Commander, Atlantic (SACLANT)
    HQ Eastern Atlantic Command (EASTLANT)
    HQ Western Atlantic Command (WESTLANT)
    HQ Iberian Atlantic Command (IBERLANT)
    HQ Submarines Allied Command, Atlantic(SUBACLANT)
    HQ Striking Fleet, Atlantic Command (STRIKFLTLANT)

Allied Command, Europe (ACE)
  Supreme Hqs, Allied Powers, Europe (SHAPE)
    HQ Allied Forces, Northwestern Europe (AFNORTHWEST)
    HQ Allied Forces, Central Europe (AFCENT)
    HQ Allied Forces, Southern Europe (AFSOUTH)

United Nations Command, Korea (UNC)/Combined Forces
  Command, Korea (CFCK)
HQ UNC/CFCK

E2.2. II. Defense-Wide and Joint Headquaters.

1. Departmental Activities

Office of the Secretary of Defense (OSD)
  OSD Staff
Chairman of the Joint Chiefs of Staff (JCS)
  JCS
  Joint Staff

2. Departmental Support Activities

Air Force Pentagon Communications
  Agency (AFPCA)[1]
  OSD Support Staff
Washington Headquaters Services (WHS)
  WHS Staff[1]
Defense Support Activities (DSA)
  DSA Staff

3. Functional Activities

Defense Agencies
Ballistic Missle Defense Organization (BMDO)
  BMDO Staff[1]
Defense Advanced Research Projects Agency
  (DARPA)
  DARPA Staff
Defense Information Systems Agency (DISA)
  HQ DISA
Defense Contract Audit Agency (DCAA)
  HQ DCAA
Defense Intelligence Agency (DIA)
  HQ DIA
Defense Investigative Service (DIS)
  HQ DIS
Defense Legal Services Agency (DLSA)
  DLSA Staff[1]
Defense Logistics Agency (DLA)
  HQ DLA
Defense Special Weapons Agency (DSWA)
  DWSA Staff[1]
Defense Commissary Agency (DeCA)
  HQ DeCA

Defense Finance and Accounting Service (DFAS)

   HQ DFAS

Defense Security Assistance Agency (DSAA)

   DSAA Staff [1]

National Imagery and Mapping Agency

   HQ NIMA

National Security Agency/Central Security

   Service (NSA/CSS)

   HQ NSA/CSS

On-Site Inspection Agency (OSIA)

   HQ OSIA

Other Functional Activities

Defense Medical Programs Activity (DMPA)

   DMPA Staff[1]

Department of Defense Educational Activity

   (DoDEA)

   HQ DODEA

Office of the Inspector General (OIG)

   OIG Staff[1]

4. Combatant Commands

U.S. Atlantic Command (USACOM)

   HQUSACOM

     HQ Iceland Defense Force

     HQ U.S. Forces, Azores

U.S. Central Command (CENTCOM)

   HQCENTCOM

U.S. European Command (EUCOM)

   HQEUCOM

U.S. Pacific Command (PACOM)

   HQPACOM

     HQ U.S. Forces, Japan (USFJ)

     HQ U.S. Forces, Korea (USFK)

     HQ U.S. Alaskan Command (ALCOM)

U.S. Southern Command (SOUTHCOM)

   HQSOUTHCOM

U.S. Space Command (SPACECOM)

   HQSPACECOM

U.S. Special Operations Command (SOCOM)

HQSOCOM

U.S. Transportation Command (TRANSCOM)

HQTRANSCOM

U.S. Strategic Command (STRATCOM)

HQSTRATCOM

[1] Appropriate organizational elements only, per section E3.2. of Accounting for Management Headquaters and Headquaters Support Personnel," enclosure 3.

E2.3. <u>III. Military Department Headquaters</u>.

Department of the Army	Department of the Navy	Department of the Air Force
1. Departmental Activities	**1. Departmental Activities**	**1. Departmental Activities**
Army Secretariat (OSA) Army Staff (ARSTAF) (Includes National Guard Bureau)	Navy Secretariat (SECNAV) Office Chief of Naval Operations (OPNAV) HQ Marine Corps (HQMC)	Air Force Secretariat (OSAF) Air Staff National Guard Bureau (NGB)
2. Departmental Support Activities	**2. Departmental Support Activities**	**2. Departmental Support Activities**
USA Command & Control Support Agency USA Concepts Analysis Agency USA Intelligence Support Agency USA Information Management Support Agency USA Research, Development, and Acquisition Information Systems Agency	Field Support Activity OPNAV Support Activity Naval Computer and Telecommunications Station, Washington[1] Navy Tactical Support Activity Office of Civilian Personnel Management	Air Force Pentagon Communications Agency (AFPCA)[1] (Air Force Headquarters Support) HQ USAF Direct Support Elements

Acquistion, Supply & Logistics	3. Functional Activities	3. Functional Activities	3. Functional Activities
	Army Materiel Command (AMC)	**Office Chief of Naval Research (OCNR)**	**Air Force Materiel Command (AFMC)**

HQ AMC
  Surety Field Activity
  Installations & Services Activity
  Inspector General Activity
  International Cooperation Program Activity
  Intelligence & Technical Security Activity
  Strategic Mobility Logistics Base
  Logistics Support Element
  HQ USA Chemical & Biological Defense Command (CBDCOM)[1]
  HQ USA Communications & Electronics Communications Command (CECOM) [1]
  HQ USA Industrial Operations Command (IOC)[1]
  HQ USA Research Laboratory (ARL)[1]
  HQ USA Missile Command (MICOM)[1]
  HQ USA Tank-Automotive and Armaments Command (TACOM)[1]
  HQ USA Aviation & Troop Command (ATCOM) [1]
Program Executive Offices (PEO)

HQ OCNR
Naval Air Systems Command (NAVAIR)
HQ NAVAIR[1]
Naval Facilities Engineering Command (NAVFAC)
HQ NAVFAC[1]
Naval Sea Systems Command (NAVSEA)
HQ NAVSEA[1]
Naval Supply Systems Command (NAVSUP)
HQ NAVSUP[1]
Space and Naval Warfare Systems Command (SPAWAR)
Program Executive Offices (PEO)

HQ AFMC
  HQ Aeronautical Systems Center (ASC)[1]
  HQ Space and Missile Systems Center (SMSC)[1]
  HQ Electronic Systems Center (ESC)[1]
  HQ Human Systems Center (HSC)[1]
  Air Force Program Executive Office (AFPEO)

Readiness & Reserve Forces	**USA Forces Command (FORSCOM)**	**Naval Reserve Force (NAVRESFOR)**	**Air Force Reserve (AFRES)**
	HQ FORSCOM HQ 3rd Army1 USA Reserve Command	HQ NAVRESFOR	HQ AFRES
Training	**USA Training & Doctrine Command (TRADOC)**	**Naval Education & Training Command (CNET)**	**Air Education & Training Command (AETC)**
	HQ TRADOC	HQ CNET HQ Air Training Command	HQ AETC
Weather Services	(Weather Services Management functions performed by the Deputy Chief of Staff, Plans and Operations, on the Air Staff and each Major USAF Command Headquarters (with a Major Army Command support relationship), listed on this enclosure.)	**Naval Meteorology and Oceanography Command (NAVMETOCCOM)** HQNAVMETOCCOM	(Weather Services Management functions performed by the Deputy Chief of Staff, Plans and Operations, on the Air Staff and each Major Command Headquarters, listed on this enclosure.)
Recruiting	**USA Recruiting Command (USAREC)** HQ USAREC	(Recruiting Management functions performed by DCNO (Manpower and Personnel), and Chief of Naval Personnel on the OPNAV staff listed on this enclosure.)	(Recruiting Management functions performed by the DCS/Recruiting Service, HQ Air Education and Training Command, listed on this enclosure.)
Communications & Data Administration	**USA Information Systems Command (USAISC)** HQ USAISC (Communications Management functions performed by HQ USA Information Systems Command.)	**Naval Computer and Telecommunications Command (NAVCOMTELCOM)** HQ NAVCOMTELCOM	(Data Automation Management functions performed by DCS/Communications and Information on the Air Staff and each Major Command, Hqs, listed on listed on this enclosure.)

ENCLOSURE 2

Intelligence, Investigations & Security	**USA Intelligence & Security Command (INSCOM)** HQ INSCOM Administrative Services and Audiovisual Activity	**Office of Naval Intelligence (ONI) HQ ONI**	(Foreign Intelligence Management functions performed by the ACS/Intelligence on the Air Staff, listed on this enclosure.)
	USA Criminal Investigation Command (CIDC) HQ CIDC	(Criminal Investigation and Counterintelligence Management functions performed by Director of Naval Intelligence and Assistant for Naval Investigative Matters and Security on the OPNAV Staff listed on this enclosure.)	(Criminal Investigation and Counterintelligence Management functions performed by the Inspector General in the Secretariat, listed on this enclosure.)
	(Security management functions performed by HQ USA Intelligence & Security Command.)	**Naval Security Group Command (NAVSECGRUCOM)** HQ NAVSECGRUCOM	**Air Intelligence Agency (AIA)** HQ AIA[1]
Medical	**USA Medical Command (MEDCOM)** HQMEDCOM	**Bureau of Medicine & Surgery (BUMED)** Chief, BUMED Staff HQ Naval Health Sciences Education & Training Command HQ Naval Medical Research & Development Command	(Medical Management functions performed by the Surgeon General on the Air Staff, the Command Surgeon General in each Major Command HQ, and the HQ Human Systems Center in the Air Force Materiel Command listed on this enclosure.)
Other Functions	**USA Military District of Washington (MDW)** HQ MDW Staff Support Activity	**Naval District Washington (NDW)** HQ NDW [1]	
	U.S. Army Corps of Engineers (USACE) HQ USACE	**Marine Corps Staff Management Agency (MCSMA)** MCSMA Staff	

ENCLOSURE 2

USACOM	**4. Combatant/ Combatant Support Activities**	**4. Combatant/ Combatant Support Activities**	**4. Combatant/ Combatant Support Activities**
	(Army Components provided by the USA Forces Command listed on this enclosure.)	**U.S. Navy, Atlantic Fleet (LANTFLT)** HQ CINCLANTFLT HQ Surface Force, Atlantic (SURFLANT) HQ Submarine Force, Atlantic (SUBLANT) HQ Naval Air Force, Atlantic (AIRLANT) HQ Naval Training Command, Atlantic (TRALANT) HQ Fleet Marine Force, Atlantic (FMF-LANT	**Air Combat Command (ACC)** HQ ACC
EUCOM	**U.S. Army Europe/Seventh Army (USAREUR/7AR)** HQ USAREUR/7AR	**U.S. Naval Forces, Europe (NAVEUR)** HQ CINCUSNAVEUR HQ Fleet Marine Force, Europe (FMF-EUR)	**U.S. Air Forces in Europe (USAFE)** HQ USAFE
CENTCOM	**U.S. Army Central Command (ARCENT)** (HQ ARCENT functions performed by HQ Third Army listed on this enclosure.)	**U.S. Naval Forces, Central Command (NAVCENT)** HQ NAVCENT	**U.S. Air Force, Central Command (CENTAF)** (HQ CENTAF functions performed by HQ ACC listed on this enclosure.)
SPACECOM	**U.S. Army Space & Strategic Defense Command (USARSSDC)** HQ USARSSDC	**Naval Space Command (NAVSPACECOM)** HQ NAVSPACECOM	**Air Force Space Command (AFSPC)** HQ AFSPC
PACOM	**U.S. Army Pacific (USARPAC)** HQ USARPAC **Eighth U.S. Army (EUSA)** HQ EUSA	**U.S. Navy, Pacific Fleet (PACFLT)** HQ CINCPACFLT HQ Surface Force, Pacific (SURFPAC) HQ Submarine Force, Pacific (SUBPAC) HQ Naval Air Force, Pacific (AIRPAC) HQ Naval Training Command, Pacific (TRAPAC) HQ Fleet Marine Force, Pacific (FMF-PAC)	**Pacific Air Forces (PACAF)** HQ PACAF

SOUTHCOM	**U.S. Army, South (USARSO)** HQ USARSO	(Navy support for Headquarters, Southern Command is provided by Commander-in-Chief, U.S. Atlantic Command (CINCLANTFLT)	**U.S. Southern Air Force (SOUTHAF)** (HQ SOUTHAF functions performed by HQ ACC, listed on this enclosure.)
SOCOM	**US Army Special Operations Command (USASOC)** HQ USASOC	**Naval Special Warfare Command (NAVSPECWARCOM)** HQNAVSPECWARCOM	**Air Force Special Operations Command (AFSOC)** HQ AFSOC
TRANSCOM	**Military Traffic Management Command (MTMC)** HQ MTMC	**Military Sealift Command (MSC)** HQ MSC	**Air Mobility Command (AMC)** HQ AMC
Other		**Mine Warfare Command (MINEWARCOM)** HQ MINEWARCOM	

[1] Appropriate organizational elements only per section E3.2. of Accounting for Management Headquarters and Headquarters Support Personnel," enclosure 3.

E3. ENCLOSURE 3

ACCOUNTING FOR MANAGEMENT HEADQUARTERS AND HEADQUARTERS SUPPORT PERSONNEL

The DoD Components shall account for personnel assigned to their Management Headquarters and Headquarters Support activities in accordance with the following guidelines:

E3.1. Organizations with Primary Management Headquarters and Headquarters Support Missions

E3.1.1. If an organization performs Management Headquarters or Headquarters Support functions, or a combination thereof, as its primary mission, all of its military and civilian personnel shall be counted in determining that organization's Management Headquarters and Headquarters Support strength.

E3.1.2. This category includes:

E3.1.2.1. The OSD, the Joint Staff, and the Defense Advanced Research Projects Agency in their entirety; designated headquarters elements of the OIG, DoD, the Defense Legal Services Agency, the Ballistic Missile Defense Organization, the Defense Security Assistance Agency, the Defense Special Weapons Agency; and the headquarters of the remaining Defense Agencies.

E3.1.2.2. Military Department headquarters down to and including the headquarters of all major commands.

E3.1.2.3. Headquarters of major U.S. operating forces down to and including headquarters of the Combatant Commands; the primary component command headquarters of the Military Services within the Combatant Commands; and headquarters of the numbered active duty U.S. Armies, Navy-Type commands, and Fleet Marine Forces.

E3.1.2.4. Headquarters of international military organizations in which U.S. forces participate.

E3.1.2.5. Any other organization that devotes more than 50 percent of its effort to:

E3.1.2.5.1. Accomplishing Management Headquarters functions for the Department of Defense, a DoD Component, or for a higher headquarters in this chain of command.

E3.1.2.5.2. Providing direct support to one or more Management Headquarters.

E3.1.2.5.3. Providing a combination of paragraphs E3.1.2.5.1. and E3.1.2.5.2., above.

E3.2. Organizations with Substantial Management Headquarters and Headquarters Support Missions

E3.2.1. If an organization does not meet the criteria in subsection 4.1.of the main body of this Directive, but performs Management Headquarters or Headquarters Support functions, or a combination thereof, as a substantial portion of its mission, all of its military and civilian personnel assigned to those constituent elements of the organization that devote more than 50 percent of their effort to the accomplishment of Management Headquarters or Headquarters Support functions shall be counted in determining the organization's overall Management Headquarters and Headquarters Support strength.   As used in this context, the term "constituent elements" refers to the subunits of the organization, such as staff office, directorate, division, branch, section, or detachment.

E3.2.2. This category includes:

E3.2.2.1. Headquarters of the Naval Facilities Engineering and Systems Commands and of the commands involved in materiel acquisition, supply, and logistics management functions within the Army Materiel Command and the Air Force Materiel Command.

E3.2.2.2. Any other organization that devotes more than 25 percent, but not more than 50 percent, of its effort to:

E3.2.2.2.1. Performing Management Headquarters functions for the Department of Defense, a DoD Component, or for a higher headquarters in its chain of command.

E3.2.2.2.2. Performing direct support to one or more Management

Headquarters.

E3.2.2.2.3. Performing a combination of subparagraphs E3.2.2.1.and E3.2.2.2.2., above.